

BUILDING CAPACITY IN YOUR AUTHORIZING STAFF



9-Box Grid

Potential	Satisfactorily Placed	High Professional	High Potential
→ → →	Remain at current level of organization, in current or similar role; has likely achieved highest career level.	Able to do the work of bigger jobs at the same management level in the next 1 to 2 years.	Able to do the work at the next management level in 3 to 5 years or sooner.
	Box 4	Box 2	Box 1
Outstanding/ Excellent	Highly valued, seasoned professional in current role; remain at current level.	Does extremely well at current job with potential to do more, give stretch assignments to help prepare leader for next management level.	Consistently performs well in a variety of assignments, prime targets for recruitment by other companies.
	Box 7	Box 5	Box 3
Effective	Probably solid performers in current roles. Could progress higher in specialty and become a box 4.	These individuals should be considered for a bigger job at the same level if they can deliver better results.	Current role may still provide opportunity for growth/development; focus should be on helping them improve performance.
	Box 9	Box 8	Box 6
Needs Improvement	Consider reassignment, reclassification or exit.	Tight performance management is crucial, consider helping leader manage time more effectively.	Maybe job mismatch, new hire with lots of potential, or new assignment. May require coaching to improve performance.

BUILDING CAPACITY IN YOUR AUTHORIZING STAFF



Readiness Level Chart

Succession Plan
Achievement School District

Key Position Title	Incumbent Name	Position Vulnerability			Succession Candidate Names		
		Open in < 1 Yr	Open in 1–3 Yrs	Open in 3 + Yrs	Ready in < 1 Yr	Ready in 1–3 Yrs	Ready in 3 + Yrs